

The CEO's Guide to Top Performer Retention

Ensuring You Have The Right Talent
To Execute & Grow

The background features a dark blue gradient with numerous stylized human figures in white and light blue. These figures are arranged in various groups and patterns, some appearing to move or flow. Overlaid on this are horizontal and diagonal lines in shades of red, orange, and teal, which have a glowing, ethereal quality. The overall composition suggests a dynamic and interconnected environment, likely representing a corporate or organizational structure.

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Introduction

There is little doubt that recessions breed a “hunker down” mentality among employees. Layoffs, pay freezes and cuts, hour cuts and furloughs, and a dismal job market all contribute to low employee morale and engagement. Once productive environments can quickly become toxic, further deteriorating productivity.

Various studies indicate that 45-50% of all top performers are actively looking for new jobs.

To add insult to injury, as economic recovery takes hold and the job market improves (albeit very slowly), your top performers are lining up at the doors for their next opportunities. Indeed, various studies indicate that 45-50% of all top performers are actively looking for new jobs, a percentage that is significantly higher than for low or middle performers.

To a typical company, the potential economic impact caused by a mass exodus of high performers is incalculable. How can CEOs expect to weather the economic storms, let alone grow your businesses, when your A-list employees are disengaged and flying toward the exits?

Fortunately, there are steps you can take today to forestall the exodus of your top talent as economic recovery proceeds and the job market improves. This CEO guide provides three key tips for leveraging proven talent management principles, practices, and technologies to retain your top performers.

1. Provide Career Advancement Opportunities

Unsurprisingly, 84% of HR and business leaders believe that providing career advancement opportunities to top performing employees is the most impactful way to retain them. Yet only 43% of organizations have put in place a systematic process for employee development, which indicates a rather serious disconnect. After all, if leaders believe that providing career advancement opportunities is a key retention mechanism, why are they not doing more to institutionalize the process?

Only 43% of organizations have a systematic employee development process in place.



Action Item

Bridge Employee Development and Succession Planning

Employees are clearly more engaged and motivated when they are empowered with some level of control over their careers and future paths. While HR and business leaders should not be in the business of building development plans for every employee – as there are always a good number of employees who will not embrace the activity – it can be argued that it HR's job is to provide the appropriate tools to empower employees to take control over their own careers.

By bridging employee development and succession planning, employees can more easily develop themselves for future roles of interest, and nominees who are not ready for advancement can be assigned detailed development plans that guide them to improve the competencies and skills required for new job positions.

2010 HR Trends

Download Softscape's [2010 State of Global People Management](#) report for an update on key issues and trends in the HR marketplace.



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Learning paths and specific courses can be established for employees to facilitate their career growth. By providing the proper tools to employees, CEOs can take a more active role in reducing high performer flight while promoting growth and engagement.

2. Improve Engagement To Drive Productivity

Business leaders are more frequently recognizing the importance of an engaged workforce and its potential to drive business performance and impact the bottom line. Engaged employees are people that are highly motivated and vested in the success of their organizations and are willing to make an extra, discretionary effort in their daily work.

Extensive research over the past decade reveals that an engaged workforce impacts business performance, and ultimately, shareholder value. Put simply, companies with higher percentages of engaged employees perform better than their industry peers. These companies have:

- Better financial performance
- Higher employee retention
- Increased customer satisfaction
- Higher productivity

Equally interesting, financial analysts have taken notice. For instance, an equities report focused on a large international bank cited that employee engagement scores are highly correlated with shareholder returns. Further, the report highlighted that the engagement score difference between the bank and its nearest competitor is costing the bank approximately 26 Million USD additional profits per year. As a result, the financial analyst downgraded the bank's stock.



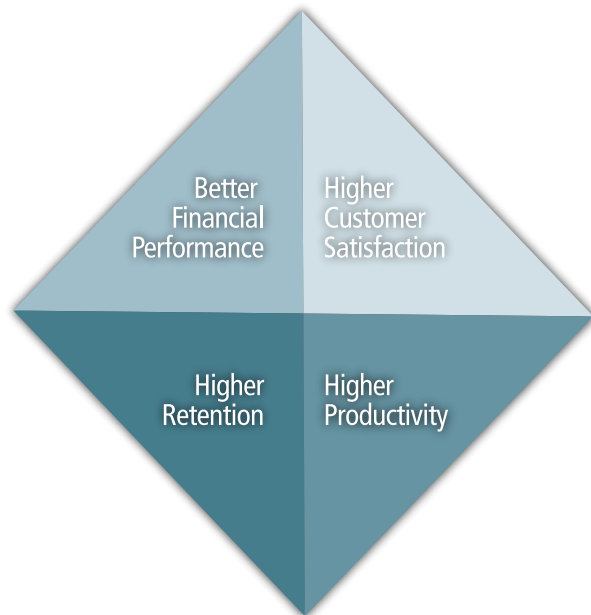
Action Item **Integrate Your HR & Talent Processes, Systems & Data**

Organizations that have fully integrated their disparate talent processes, systems, and data – performance, succession, compensation, learning, recruiting, etc. – outperform those organizations that have not integrated by 41% across twelve key business metrics. Two of these metrics – improving internal talent mobility and decreasing voluntary turnover – are directly related to top performer retention. A talent mobility strategy

in particular enables CEOs to more effectively acquire, align, develop, engage, and retain high performing and potential talent by implementing a consistent, repeatable, and global process for talent rotation.

Retaining top performers also provides significant and tangible cost savings (replacement costs range from 100-150% of a departing employee's salary).

To summarize, companies
with more engaged employees have:



Additional Resources

Improving Employee Engagement to Drive Business Performance

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Top Five HR Process Integrations That Drive Business Value

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The Definitive Guide to Talent Mobility

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3. Build A Performance-Oriented Culture

Programs that align employees' compensation – merit increases, bonuses, long-term incentives – to their performance have proven to be very effective in driving actual performance. Often called pay-for-performance (P4P), the concept is to build a culture of top performers by aligning goals, performance, and rewards across an entire organization. Motivating, rewarding, and retaining top performers is a key business objective for any company that seeks to successfully maintain or exceed growth expectations.



Action Item

**Enable Merit-Based Pay-For-Performance
Via Integrated Technology**

Best-in-class organizations focus on a performance-driven rewards system that compensates individual contributors directly proportionate to what they achieve and what they contribute to the bottom-line. The challenge lies in effectively aligning employee goals with organizational objectives, automating performance management processes, and linking them with complex compensation policies or time-based incentive plans at an enterprise level.

P4P and merit-based pay programs – especially those that relate to executives – have received renewed interest lately due to emerging legislative and regulatory compliance pressures stemming from the global financial system crisis. Yet less than half of organizations worldwide have made significant technology investments to automate and improve P4P processes. Clearly, there is an opportunity to both adopt the virtues of a merit-based culture while at the same time working toward becoming compliant as new regulations are put into effect. The latter issue will be particularly important for publically-traded companies.

With a well-designed pay-for-performance system, employees at all levels of the organization more clearly understand what they need to do to support overall company objectives. The workforce becomes more accountable – which is increasingly important these days – and can see the impact of their contributions.

The key technology components required to enable P4P, are:

1. **Performance Management:** Automates and optimizes performance processes and aligns employee development and goals with corporate objectives. Performance Management enables organizations to plan employee efforts in support of organizational goals and strategic initiatives, and to evaluate outcomes, performance, and core competencies.
2. **Compensation Planning:** Simplifies planning, modeling, budgeting, analysis, and execution of compensation policies. Compensation Planning enables organizations to develop and apply consistent compensation plans to all employees.
3. **Incentive Compensation:** Motivates employees and manages total financial rewards within an organization. Incentive Compensation streamlines incentive policy administration and provides long-term planning for both market- and performance-based plans, as well as variable pay flexibility for individuals, teams, sales, or executives.
4. **Reporting and Auditing:** Provides accessible and secure cross-functional compliance reports and audit trails of all transactions related to compensation and performance. Reporting and Auditing aggregates key information to facilitate timely decision making.

HR Field Guide: 5 Tips To Effective Compensation Planning

For more information on best practices in compensation management, read Softscape's *HR Field Guide: 5 Tips to Effective Compensation Planning*



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Conclusion

To summarize, visionary CEOs can take active steps to promote top performer retention by:

1. Providing Career Advancement Opportunities
2. Improving Engagement To Drive Productivity
3. Building A Performance-Oriented Culture

A cohesive HR and talent management infrastructure is a key requirement that must not be overlooked. Effective execution comes down to integration of disparate processes, systems, and data. And as our research clearly indicates, integration provides numerous direct business benefits, least of which is to retain your top performers so that you can effectively execute your strategy and grow your business.

More Free Resources

[Guide to Retaining Your Top Talent: Pay-for-Performance](#)

[Improving Employee Engagement to Drive Business Performance](#)

About Softscape

Softscape is the global leader in complete people management software that enable organizations to more effectively drive their business performance.

Softscape's vision and history of innovation is consistently recognized by industry analysts and luminaries. The company's complete, end-to-end platform natively connects all human resources (HR) and talent functions, including [performance management](#), [succession planning](#), [learning](#), [career development](#), [compensation](#), [hiring and recruiting](#), [workforce planning](#), [social networking](#), and [core HR records](#).

Softscape's customers span 156 countries, 30 vertical industries, and include global Fortune 500/Global 2000 enterprises, mid-market companies, higher education institutions, and public sector agencies. Current customers include 7-Eleven, AstraZeneca, Seagate, GKN, Edcon, Sony Electronics, and KPMG.

Softscape is based in Massachusetts with offices in London, North Sydney, Chicago, San Francisco, Bangkok, Hong Kong, and Johannesburg.

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